



DEPARTMENT OF THE NAVY

OFFICE OF THE SECRETARY  
WASHINGTON, D.C. 20350-1000

SECNAVINST 5000.35  
UNSECNAV (TQLO)  
8 JAN 1993

SECNAV INSTRUCTION 5000.35

From: Secretary of the Navy

Subj: RESTRUCTURING THE DEPARTMENT OF NAVY REVIEW COMMISSION  
(DONRC) AND DON EXECUTIVE STEERING GROUP (ESG)

1. Purpose. To restructure the DONRC and DON ESG to provide greater integration and coordination of DON management overall.

2. Cancellation. SECNAV Instruction 5420.121G.

3. Discussion

a. The Department of Navy is facing a variety of challenges brought on by major economic, national, and geopolitical changes. These challenges require a comprehensive and fundamental change in the way the DON pursues its mission. It is clear that the DON must achieve greater coordination and integration among its various communities. It must also strive for greater flexibility in dealing with a less certain global threat environment and achieve this under conditions of reduced resources.

b. In 1988, the DON ESG was formed to lead and guide the TQL transformation throughout the Department, with a focus on the support establishment. The DON ESG succeeded in its efforts to introduce TQL principles into the way the DON accomplishes its mission.

Through the work of the ESG and that of the subgroups formed to support the ESG, the DON is well on its way to achieving the transformation to a total quality-based organization. These groups have accomplished their missions. Therefore, the original DON ESG and its supporting subgroups are disestablished. To continue the transformation process, a new configuration is required at the top of the organization. The ESG is therefore reconstituted to provide that unified DON top-level commitment and leadership.



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c. The DONRC was established in 1991 to realign the DON in order to maximize efficiency and realize substantial improvements in defense management overall. Since its establishment, it has served as the Department's corporate board, playing a critical role in shaping the DON's future. Now, the TQL approach needs to be incorporated throughout the policies and practices of the DON, best accomplished by the DONRC. The DONRC is therefore reconstituted and tasked to oversee the development and deployment of DON ESG guidance throughout the DON. The reconstituted DONRC is a reflection of the new way of conducting business in accordance with TQL philosophy and principles.

#### 4. Assignment of Responsibilities

a. The new DON ESG is the DON's highest-level corporate body. It will consist of the following members: Secretary of the Navy, Chief of Naval Operations and Commandant of the Marine Corps. The Under Secretary of the Navy will serve as Executive Secretary and will be the linchpin to the DONRC. It will identify those issues that require significant resources or policy changes for the DON, and will provide broad policy guidance to be used throughout DON components. Once critical issues are identified, the DON ESG will prioritize them and forward them to the DONRC for the formulation of specific recommendations for ESG consideration. The DON ESG will have the final approval authority on recommendations.

b. The DONRC is the implementing board for the DON. It acts as the single executive body authorized to establish and oversee critical DON efforts. It reports directly to the DON ESG. The DONRC shall translate the issues identified by the DON ESG into strategically guided action. In doing this, the DONRC will:

(1) Charter and support cross-functional groups to work on broad Departmental issues. Issues include determining the strategies and actions required to support the DON strategic goals. Strategic goal groups will include: Integration; Human Resources, Education and Training; Acquisition; Innovation and Technology; and Facilities and Environment. The membership of the goal groups will be drawn from the Secretariat, the Navy Staff, and the Marine Corps. Each goal group will be linked to the DONRC by a DONRC member. If future cross-functional groups are chartered, additional members may be added to the DONRC to ensure links between the DONRC and sub-groups.

(2) Provide guidance, coordinate and review the activities of these groups to maximize their effectiveness.

(3) Review recommendations developed by other DON high-level groups dealing with Navy and Marine Corps issues.

(4) Determine what major initiatives, recommendations, and proposals have broad application.

(5) Ensure that a full range of potential solutions and recommended alternatives are developed and presented to the DON ESG.

(6) Oversee the support and execution of those recommendations approved by the DON ESG.

(7) Interact with major stakeholders to aid in the identification of issues critical to the DON mission.

(8) Review proposals for appropriate programming and budgeting consideration.

(9) Act as final authority on policies, education and training, and initiatives related to the dissemination of the TQL approach.

c. The DONRC will be chaired by the Under Secretary of the Navy. The Director, Office of Program Appraisal will serve as the Executive Secretary. Technical advice will be provided by the DON TQL Office. The Vice Chief of Naval Operations and the Assistant Commandant of the Marine Corps are the linchpins to the Navy and Marine Corps Executive Committees. DONRC membership will be composed of incumbents in the following positions:

Under Secretary of the Navy - Chair  
Vice Chief of Naval Operations  
Assistant Commandant of the Marine Corps  
Assistant Secretary of the Navy (RD&A)  
Assistant Secretary of the Navy (M&RA)  
Assistant Secretary of the Navy (FM)  
Assistant Secretary of the Navy (I&E)  
General Counsel  
DCNO Resource Warfare Requirements & Assessment (N8)  
DCNO Logistics (N4)  
CNET (N7)  
Director, Programming Division (N80)  
Deputy Chief of Staff for Installations & Logistics (L)  
Commanding General, Marine Corps Combat Development Command  
Marine Corps Deputy Chief of Staff for Requirements & Programs  
Commander, Marine Corps System Command  
Associate Director of Budget & Reports (NCB-B)

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Director, Office of Program Appraisal  
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Dan Howard  
Under Secretary of the Navy

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